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Dear Larry:

We are pleased to submit our six-month report on our Cooperative Development Program activities covering the period of July 1- December 31, 2000. This period is marked by a high rate of implementation for Brazil's final semester. It also reflects the start-up of the South Africa component of CDP.

Regarding the pipeline for the core activity, excluding South Africa, where \$10,149 was spent in the reporting period during start-up, this period brought us to month 43 of a 60-month activity, or 72% of life of project (LOP). Funds expended to December 31 (\$2,896,747) of the total budget (\$3,749,606) represented 77% of the authorized total at the 72% milestone of LOP. Regarding volunteers fielded versus LOP targets, we reached 108 completions against the program goal of 107, or 101% of target.

This is all we have for now. We will be pleased to answer any questions and/or provide any additional information you might require.

Sincerely,

Charles Cox
Senior Vice President and CDP Manager

Cooperative Development Program Report

July 1st – December 31st, 2000

Introduction

ACDI/VOCA has a long history with USAID's Cooperative Development Program (CDP). ACDI/VOCA was created through the 1997 merger of Agricultural Cooperative Development International and Volunteers in Overseas Cooperative Assistance. As separate entities, both ACDI and VOCA can trace their participation in this important program to their origins. ACDI/VOCA's roots with this program go back to the Humphrey Amendment of the Foreign Assistance Act of 1961, in which Congress called on USAID to include cooperative development in its assistance programs and to draw upon the resources of U.S. cooperatives to do so. Since 1963, ACDI/VOCA has been one of USAID's principal means of carrying out this important directive.

For this CDP report, we note that our Brazil component has ended with a flurry of volunteer assignments in the last two quarters of calendar year 2000. The Rural Finance component continues to pull together lessons learned and is applying these with a long-term specialist in the Kyrgyz Republic.

24 volunteer assignments were completed during the July 1st - December 31st period. Currently three volunteers are preparing to leave and two volunteers are overseas. To date **97** volunteer assignments and **eleven** paid consultancies have been completed under the program. This reporting period brings us to month 43 of the 60-month life of the overall project (LOP), or 72% of project duration. The 108 volunteer and consultant assignment completions represent 101% of the LOP target of 107.

Regarding expenditures, at the 72% benchmark of LOP, 77.5% of the original budget total has been expended (\$2,906,898 of \$3,749,606). The subgrant item implemented by Southern States Cooperative continues to lag somewhat on expenditure rates, but this will be addressed in a timely manner with ACDI/VOCA guidance.

Brazil Component

The original goal of the Brazil activity under CDP is to strengthen the institutional capacity of rural cooperatives in the Brazilian Amazon. USAID/BHR/PVC and USAID/Brazil authorized us to expand our mandate to include assisting cooperatives in the impoverished Northeast as long as we achieved our work plan targets in the Amazon region. CDP activities supported USAID/Brazil's strategic objective to promote environmentally and socio-economically sustainable alternatives for sound land use.

ACDI/VOCA has had a long history in Brazil; between 1973 and 1985 thirty volunteer assignments were conducted using our traditional cooperative development funding. That period introduced ACDI/VOCA to cooperative organizations in Brazil and positioned it for future activity.

The Cooperative Development Program in Brazil was built on previous Farmer-to-Farmer activity conducted between 1994 and 1996, a period in which thirty-three assignments were carried out. Fifteen of these assignments were carried out in 1996, cementing the partnership with the Organization of Brazilian Cooperatives established in 1995. Under the current CDP program **67** volunteer assignments and one paid consultancy have been completed in Brazil. The 67 volunteer assignment completions represent 163% of the Brazil LOP target of 41.

The 1994 - 1996 activities included the 1995 launching of PRODESAM: Program for the Development of the Social Economy in the Amazon. PRODESAM was a collaborative effort supported by the Department of Cooperatives and Rural Associations (DENACOOOP, Federal Ministry of Agriculture and Supply), the Organization of Brazilian

Cooperatives (OCB), the International Cooperative Alliance (ICA) and ACDI/VOCA. ACDI/VOCA opened an office in 1995 in OCB's headquarters in Brasília. Since 1998, we have been officially registered with the Brazilian government.

Program Overview

ACDI/VOCA received approximately \$80,000 for in-country volunteer costs from the new fund for cooperative training and technology transfer (SESCOOP- the National Service for Cooperative Training) during the second quarter of calendar 2000. Because of this delay in obligating funds, most of the volunteer activity occurred in the last two quarters of calendar year 2000.

SESCOOP is funded by the reprogramming of the 2.5% payroll tax that cooperatives pay to fund various training institutions in Brazil. SESCOOP is governed by a board consisting of one representative each from the Ministry of Labor, the Ministry of Welfare, the Ministry of the Treasury, the Ministry of Budget and Planning, and the Ministry of Agriculture and Supply. In addition to these representatives, the OCB president and four representatives sit on the board, as well as one representative from workers' cooperatives. The president of OCB is also the president of SESCOOP.

During this reporting period ACDI/VOCA's technical assistance has been on cooperative management and agricultural processing and marketing in the states of Amapá, Amazonas, Maranhão, Pará, Rondônia and Tocantins. The deliverables have been business and marketing plans. All volunteer activities in Brazil have finished and project-funded employees will be terminated in early March of 2001 due to the end of project funding. Volunteer placement activity has been completed, and January - February 2001 will be dedicated to final audits and reporting to SESCOOP/OCB, the Ministry of Justice (the controlling organization where ACDI/VOCA is registered), and ACDI/VOCA.

This program close-out is somewhat more painful because Brazilian partner organizations SESCOOP, OCB and DANACOP are offering some \$300,000 - \$400,000 in local cash funding and continued free furnished office space in OCB for calendar 2001. Unfortunately, we cannot mobilize a dollar match on this end.

Volunteer Activities

Between July 1st and December 31st, 2000, ACDI/VOCA carried out **19** volunteer assignments in **six** Amazon states using **15** volunteers. (See attachments.) Volunteer assignments focused on cooperative management, strategic planning, tropical fruit processing, business planning and organic agriculture. All volunteers were hosted by individual cooperatives.

Cooperatives producing palm hearts, rice, milk products, handicrafts and credit were assisted.

A total of **67** assignments have been completed, representing **63%** of ACDI/VOCA's short-term technical assistance activities under the CDP grant.

For the last semester, ACDI/VOCA-Brazil would like to highlight the following assignments:

082027 – COOPERAMA Business Planning- Carolyn Kaiser

Ms. Kaiser carried out a business planning assignment for the Producers Cooperative of the Amazon (COOPERAMA) in the state of Rondônia.

COOPERAMA inaugurated a new factory for the processing of native palm hearts in December 2000 that has a production capacity of 20,000 boxes of palm hearts per day. This facility represents an investment of US\$ 1.5 million. It is a pilot project in the Amazon and three aspects are to be highlighted. 1) This project promotes sustainable development: it was developed in a deforested area of the Amazon that has already recovered greatly with the help of palm plantings. 2) This non-timber forest product was harvested without damaging the environment. 3) This project has generated income for about 300 families of small-scale producers that are being encouraged to produce and market their palm hearts in an integrated manner with COOPERAMA.

Ms. Kaiser assisted the production of a business plan that included export marketing of palm hearts to the U.S. market, since palm hearts are well accepted by American consumers who are interested in Amazon forest conservation.

According to Ms. Kaiser, COOPERAMA promises to use only ecologically benign methods for the production and processing of native palm hearts. These are to be sold at local, national and global markets. The demand for these will help reestablish deforested areas of the Amazon and improve the quality of life of its population.

082021 and 082023 – COOPERFLORA Marketing and Strategic Plans- Dr. Robert Albrecht

Dr. Albrecht worked on marketing and strategic plans with staff from the Central Cooperative of Forest Products (COOPERFLORA). The co-op unites several cooperatives located within the Amazon forest, uniting cooperatives of farmers, extractivist workers, fishermen, craftsmen and other activities that exploit forest products in a sustainable manner. These cooperatives have great difficulties in marketing their products due to the lack of essential infrastructure such as roads and reliable communication networks.

Products include Brazil nuts, native fruit pulps, medicine, flours, handicraft, ice cream, etc. Around 60% of the store's clients reside in the state capital of Amapá, which is Macapá. 40% of COOPERFLORA's clients are tourists and have greater interest in handicrafts, which represent 20% of its sales. Other consumers include housewives and women between the ages of 25 and 50 years, who are interested in consuming natural foodstuffs and medicinal products. Foodstuffs represent 25% of total sales.

The ACDIVOCA technician inspired great interest on the part of COOPERFLORA's managers and members. He held seminars on marketing and also delivered several lectures on strategic planning. This training helped management to establish the cooperative's main goal to double sales in 2001, while lowering general costs.

This assignment benefited 15 persons directly, including employees and managers. About 590 people – cooperative members and associates – also benefited indirectly from these planning assignments.

These examples show how ACDI/VOCA-Brazil's program has emphasized the need for improving cooperative management, and has strongly advocated cooperative business standards and procedures that have long been applied in the U.S. cooperative sector. Some examples of standards routinely advocated by volunteers include

- Employment of trained professionals to manage cooperatives;
- Independent financial audits;
- Inventory control systems;
- Regularly elected volunteer board members; and
- Well-defined business and strategic plans.

In the next report, ACDI/VOCA will detail some of the lessons learned and impacts from the Brazil program.

CDP Rural Finance – Kyrgyz Republic

Agriculture is the leading sector of the Kyrgyz Republic's economy, accounting for 38.2% of its GDP. Over two-thirds of the Republic's population lives in rural areas, while 45% of the actively employed population works in the rural economy. Economic growth and the increase of living standards depend greatly on economic reforms and the growth rate in agriculture.

Since 1997, ACDI/VOCA has worked to establish lending programs that respond to demands for credit from farmers and rural borrowers, a market that has languished under limited access to reliable financial services. In the Kyrgyz Republic, ACDI/VOCA used financial resources generated under a USDA Food for Progress Monetization Program for lending capital and operating subsidies.

The original intent of the Food for Progress program was to expand the lending capital of existing credit institutions. However, no viable institutions were identified. Instead, ACDI/VOCA joined with the German Enterprise for Technical Cooperation (GTZ) in Osh, Swiss Caritas in Jalalabad, and Winrock International in Bishkek to form three farm credit associations.

Encouraged by the success of these credit programs, in August 2000, ACDI/VOCA and Swiss Caritas merged their loan portfolios and other assets to establish a specialized credit institution for providing rural financial services, expand the outreach, diversify the portfolio activities, and introduce new loan products. Technical assistance to establish the institution was funded through the CDP Rural Finance component.

After considering several options for the optimum organizational setup, the founders chartered a financial foundation, leaving open the possibility to obtain non-bank financial institution status from the country's central bank, the National Bank of Kyrgyz Republic. The new institution, called *Bai Tushum* (or Rich Harvest) Financial Foundation (BTFF), is a legally-registered Kyrgyz organization staffed by Kyrgyz nationals. The BTFF began merged operations in October 2000, combining the Chui, Osh and Jalalabad credit programs, comprising divisions of the newly established Foundation.

ACDI/VOCA contributed seed capital of \$300,000, fixed assets at a book value of \$31,841, and a loan portfolio of \$584,392. The Foundation also received \$50,000 from Swiss Caritas. The co-founders also transferred fixed assets. As of 30 June 2000, the total outstanding portfolio of three constituent programs was about 30 million soms (ROE \$US = 49 *som*) with about 570 customers.

Capital funds contributed by the founders

	Cash	Loan Portfolio	Fixed Assets
ACDI/VOCA	\$300,000	\$607,000	\$32,000
Caritas	\$50,000	\$115,000	\$22,000
Total	\$350,000	\$722,000	\$54,000

Loan Disbursed during last six months of calendar 2000:

	Chui	Osh	Jalalabad	TOTAL
Crop Production	\$25,510	\$35,980	\$31,630	\$93,120
Livestock	\$46,600	\$81,530	\$26,020	\$154,150
SME Finance	\$20,600	\$42,960	\$15,100	\$78,660
Total	\$92,710	\$160,470	\$72,750	\$325,930

The founders hired a public accounting firm to conduct a portfolio audit to measure the quality of portfolio, assess the possibility of each loan repayment, and reassess the value of collateral under forced market conditions. The auditors certified that about 83% loans disbursed during the past two years are either current or collectible. Based on the auditors' recommendations, the founders decided to absorb all the possible loan losses before handing the portfolio over to Bai Tushum in order to give the new financial institution a clean start.

Bai Tushum has adopted conservative, market-oriented, and competitive portfolio management and pricing policies. All principal loan repayments and the founders' cash contributions will be utilized for a revolving loan fund. The Foundation will meet its operational costs through interest income.

Through CDP, ACDI/VOCA continues to provide technical assistance to the Foundation. Its long-term advisor, Muhammad Junaid, started his work in September 2000. Elena Patapievic, ACDI/VOCA Associate Director of Rural Finance, provided seven weeks of consultant time on the formation of the Foundation and policy and procedure development. In July 2000, ACDI/VOCA Farmer-to-Farmer volunteer Joseph Frayenberger provided consultant services for increasing loan repayment level.

Mozambique Component

PROGRAM OVERVIEW

CDP has been operating in Mozambique since June 1997, under the direction of USAID SO1, *Increased Rural Income in Target Areas*, in the five center-north provinces. The volunteer component focuses on short-term technical assistance to increase the profitability of rural enterprises, and increase market access for smallholder producers.

During the first half of 2000, security and stability issues in Zimbabwe resulted in the closure of cross-border market opportunities to Mozambican producers. Following the May elections, Mozambique has seen an increased number of Zimbabwean businesses, particularly electrical, engineering and small manufacturers attempting to re-establish business on this side of the border. Approximately 150 commercial farmers were granted land tenures (50 years) in Manica Province and are due to begin farming in January 2001. Whilst foreign small businesses were afforded tax incentives that meant equipment and commodities could be imported free of charge, cases of theft were numerous, and many foreign investors have since departed.

A new road network connecting Maputo to South Africa was opened in the latter half of the year, which should considerably increase cross-border trade. The decision by the Mozambican Government to issue visas at border posts, instead of via local embassies, should also assist with greater movement of both human resources and commodities.

During October / November, the opposition party led a series of civil demonstrations opposing the results of the Presidential elections held in December 1999. 23 people died and many more were injured as protesters invaded local government offices to destroy party records. CDP areas were affected in all local districts and while the situation has calmed, there is still a need to exercise caution when identifying groups with a 'political' membership. The suffocation of 80 prisoners in a city jail in Cabo del Gado (October 2000) has also re-opened international concern on human rights issues in the country.

Real data on the impact of the floods in Mozambique have yet to be collected but government figures suggest that around 700 people died and 25% of cultivated and arable land was destroyed. \$450 million has been made available internationally for ongoing rehabilitation of roads, houses and hospitals.

PROGRAM ACCOMPLISHMENTS

During the reporting period, the CDP has met with over 15 international NGOs, 55 local NGOs and organizations, district and provincial government directorates and over 20 rural associations. Two manuals, "Introduction to Apiculture" and "Microfinance", were produced in English and Portuguese and distributed to associations, local government, NGOs and small-scale enterprises. "Introduction to Beekeeping" and "What is ACDI/VOCA?" were developed, continuing the series of user-friendly information pamphlets produced by CDP. Two local institutions enlisted the help of ACDI/VOCA to develop their own information booklets: the Mozambique Chamber of Commerce and Fresh Frutas Lda. (import/export company); and two district associations have been advised on how to display product information to potential buyers using tables and graphs.

Four volunteer scopes of work were written and six were completed during the last six months, and two scopes are being recruited at the close of the period. The Brazil office also completed one assignment.

Janet Richardson ended her long-term secondment to ACDI/VOCA from the UK-based NGO, Voluntary Service Overseas (VSO). Working with a local union of farming associations, Janet trained members of the finance council to implement transparent financial systems, improve and increase the union's income generating activities and access financial and technical support from external institutions. By the close of her contract in August, the union had received financial support to operate two diesel-powered maize mills. The revenue will support the construction of a new office and training center.

In November, ACDI/VOCA co-organized a Trade Forum with the Mozambique Chamber of Commerce. 13 local businesses and institutions, including five CDP host organizations, met in Beira City to demonstrate the range of products and services available in the region. Around 300 invited guests from the private and public sector attended. As a result of trade links established, IAC – a long term CDP partner organization – has been contracted to supply the forestation and nursery supplies to the Beira Municipal Works Department. The Community Center in Macharote, another host organization, has been contracted to sell bulk quantities of dried fruit to a local export firm. At the close of the reporting period, the center was negotiating with local companies to supply packaging and labels, and the product was on display at three city hotels.

ACDI/VOCA gave several live radio interviews for national radio prior to the event and an article is to be published in the Government Bulletin for Tourism, Industry and Commerce next quarter. CDP has also received requests for assistance from local business and the NGO community to help set up regional trade fairs in the north of the country. To address this demand, staff from the Chamber of Commerce and CDP will develop a basic instruction manual that outlines the process of managing and implementing this type of event, due for completion within the next reporting period.

PROGRAM DIRECTION

Volunteer assignments continued to be the primary focus of the CDP. During the reporting period the following scopes of work were awaiting recruitment:

- A first collaboration with World Vision International in Nampula province (081013) is scheduled to take place in April 2001. A volunteer is needed to work with extension staff in five districts to advise on methods of extension information dissemination to non-literate groups, particularly rural women. It is expected that training materials for non-literate groups will be produced after the volunteer has left for distribution to rural groups around the country.
- KSM, a local NGO who receive funding from the Belgian organization FOS, have requested assistance with implementing their FAO-directed land use and planning program (081014). The volunteer will undertake five-day field visits to target communities to evaluate and test the KSM working methodology. They will also act as advisor to the sub-committee as they present a provincial seminar to local stakeholders on the best practices for community-based natural resource management.

During the reporting period, a double assignment (081010 / 081012) had been recruited which will see two volunteers deliver seminars to the students of the agricultural faculty at the Catholic University of Mozambique. Opened in August 2000, the faculty requested assistance with teaching basic principles of extension – topics to be covered will include: Society and Culture – methods of change and gender considerations; Understanding Extension – concepts, principles and organization; Extension and Communication – needs analysis and information dissemination; and Extension Applied Research Methods. The assignments are due to take place in January 2001.

ACDI/VOCA continues to work in the area of marketing, assisting CDP partners and other local groups to develop useful marketing contacts. Through new relationships with the Chamber of Commerce and IPEX (Institute for the Promotion of Exports), ACDI/VOCA has contacted ten European buyers and nine regional traders with a view to creating a sales base for CDP partners. As the reporting period closed, ACDI/VOCA had linked two local fruit producers with companies in Portugal through collaboration with the Portuguese Embassy. Six import companies in UK have been put in contact with a local pine-manufacturing cooperative, and two companies in the US have been targeted to import dried fruit, with the assistance of CDP volunteer Terrill Christensen.

Towards the end of the period, CDP established contacts with the Zimbabwe National Chamber of Commerce (ZNCC), who are looking to expand their activities to the border province of Manica. Titled the “Manicaland Development Project”, ACDI/VOCA will ‘informally’ assist ZNCC to promote cross-border trade and develop a database of buyers and producers across the region.

ACDI/VOCA & Southern States Cooperative (SSC) Development in Ukraine

Overview

CDP in Ukraine began June 1, 1997 and is expected to end May 31, 2002. Southern States Cooperative (SSC), a long-time member of ACDI/VOCA, is a subgrantee for this project activity in Ukraine. The primary deliverable of SSC's activity is the establishment of a functioning, Western-style agricultural cooperative system, owned and managed by private Ukrainian farmers. While helping Western Cooperative in Rivne to become a successful business will achieve the primary deliverable, SSC is broadening its client base to include additional cooperatives, the Sambir and Zhydachiv Cooperatives.

The basic strategy to develop interest in cooperatives and win the confidence of farmers has been to use formal feed trials to prove that good quality feed will provide more production of meat, poultry or milk and be more profitable than using the crude feed normally used by Ukrainian farmers. These trials have been very convincing to farmers and have stimulated their commitment to form cooperatives, thereby enabling them to become more successful.

It was determined that a small feed mill would be required to insure a reliable source of quality feeds. Therefore, a small mill was installed in fall of 1999 at Western Cooperative in Rivne. Once that mill was operational and producing quality feed under the supervision of U.S. volunteers, efforts began to form cooperatives at Sambir and Zhydachiv. In the fall of 2000 feed mills were installed and began operating at these two cooperatives.

Challenges

Even though the CDP plan included bringing three board members and the manager from Rivne Cooperative to a Southern States cooperative for two weeks training, the challenge to operate the cooperative successfully was overpowering to the Ukrainian farmers. The skills necessary to operate the coop as a democratically run business were not available. Decisions that would be simple for a U.S. manager or a U.S. cooperative board of directors became major obstacles. Other than attending a U.S. cooperative board meeting, the directors had no familiarity with parliamentary procedure (such as Roberts Rules of Order) and the manager, though exposed to a U.S. cooperative, could not successfully manage the day-to-day business operations.

Mr. Garnett, the project manager, recognized the situation and began working with the ACDI/VOCA office in Ukraine to bring in experienced U.S. volunteers to provide training for the manager and directors in business operations and how to conduct board meetings following Western-style parliamentary procedure. The teamwork established between the CDP project leadership and ACDI/VOCA's Alliance program was a major contribution in addressing and improving the challenges being faced by the cooperatives. The spirit of cooperation and commitment of the ACDI/VOCA office in Lviv was teamwork at its best and provided a much-needed element of holding the coops accountable for their decisions and results.

One volunteer, a well experienced Southern States manager who had worked with the Rivne directors and manager, provided on-site instruction and training at each of the three cooperatives. Business documents such as statements of operations and balance sheets were reviewed in detail to ensure the directors and manager understood each line item and how it contributed to a periodic operating statement.

Another volunteer, a Ph.D. nutritionist with over 30 years of experience in feed formulation, feed manufacturing, feed business operation and animal health and feeding, was a major contributor in bringing a wide array of information necessary to further educate and train the directors and managers.

Present Situation & Future Plans

Although significant progress has been made with the three cooperatives, the challenge remains to deliver sustainable private farmer cooperatives. Some of the barriers to success are deeply embedded in the spirit of the Ukrainian people. It is very difficult for them to "let go of the past" and step into the future. Even though the farmers believe what they have seen and learned from their association with U.S. cooperatives and U. S. volunteers, they find it difficult to maintain a spirit of cooperation with each other. They often fail to follow instructions in

management practices and “get in the ditch.” Or they forget about cooperative principles and think individually rather than as a board of directors making the best decisions for all members. They still think and act in their individual interest and forget about what is best for developing their cooperative.

To address the issue, remaining budget resources will be shifted to provide increased U.S. presence and supervision to allow weekly observation that will require directors and managers to abide by the fundamental teachings. This will drive home the awareness that accountability and responsibility are leadership principles that must be maintained to develop a sustainable cooperative business in the best interest of the members.

South Africa Component

Community Entrepreneurship & Business Initiative Program (CEBI)

A. CEBI Project Description

The CEBI Program is a three-year local economic development project, which is jointly implemented by the Cooperative Housing Foundation (CHF), ACDI/VOCA, and National Cooperative Business Association/ Cooperative League of the USA (NCBA/CLUSA). CHF has been designated as the lead organization.

Through the unique application of cooperative development principles, including a combination of community empowerment through democratically structured group-based organizations, cooperative business development and locally owned and controlled financial services, the three partner organizations are enhancing local economic development, increasing access to financial markets for historically disadvantaged township residents and their businesses, and creating employment.

The main goal of the program is to develop the business and financial capacity of entrepreneurs and small business owners in the per-urban black townships in Nelson Mandela Metropole (Port Elizabeth/ Uitenhage/Despatch), and promote links between these historically disadvantaged businesses and mainstream businesses in the Eastern Cape region. This three-year program became operational in South Africa in September 2000 and, in its first year, is centered in Motherwell Township. Program objectives include the following:

- Enhance local economic development and create employment in the disadvantaged communities;
- Establish local business support centers in the disadvantaged communities; and,
- Provide essential business training and financial services and develop strong community business leadership.

The vision of the CEBI Center, as established by the CEBI management in coordination with local entrepreneurs, reads as follows:

“CEBI is a center of excellence dedicated to providing a customer responsive menu of consistently high quality financial services, business training and linkages. Together with the community, we shall promote economic growth and development so as to increase the standards of living and access to employment and business opportunities.”

Operationally, the CEBI center comprises the following three units:

- Administration and Planning Unit (APU), led by CHF;
- Business Creation and Training Unit (BCTU), led by NCBA/CLUSA; and,
- Financial Services Unit (FSU), led by ACDI/VOCA.

Administration and Planning Unit

The role of the Administration and Planning Unit includes:

- Developing and managing the local community economic development plan;
- Organizing all CEBI activities such as workshops, conferences, networking opportunities, business round tables and local trade fairs that will generate business partnerships both inside and outside the township;
- Developing and implementing a marketing strategy for CEBI;
- Coordinating the activities of the three units of CEBI; and,
- Managing the administration and accounting of the CEBI Program.

Business Creation and Training Unit

The BCTU provides training, assistance, and encouragement to township residents developing new and existing businesses. It identifies potential group-based businesses and then assist cooperative or franchise members as they establish operations in accordance with the highest standards. This unit offers training in business management, marketing, financial management, business planning and costing and pricing. Additional services include assisting in drawing business plans, legal advice, tender advice/contract-negotiation and market linkages. The role of BCTU includes:

- Creating and promoting cooperatively, employee or individually owned businesses, and linking them with demand in the mainstream economy;
- Establishing business support services including market analysis, negotiation services and business certification;
- Providing business skills training; and,
- Establishing a job referral and matching service.

Financial Services Unit

The role of the FSU includes:

- Developing and promoting financial services for businesses and entrepreneurs;
- Increasing access to financial markets for peri-urban entrepreneurs;
- Creating an economic development fund;
- Establishing a Financial Services Cooperative linked to the Finasol Network; and,
- Integrating ancillary financial services such as filing systems and funds transfer.

Planned Outputs

The planned outputs of the CEBI Program for the first year are as follows:

- Assist 300 township residents to open new bank accounts with formal financial institutions;
- Arrange skills training for at least 400 community members;
- Assist in the expansion of 50 existing micro and small businesses;
- Create 50 new individually owned businesses;
- Facilitate access for community based businesses to at least two public sector contracts and subcontracts;
- Arrange at least 10 marketing and service contracts from the larger economic private sector community to be fulfilled by community businesses;
- Operate a job referral center which places 50 township residents in temporary or permanent employment; and,
- Create at least two business trade linkages connecting community and non-community business partners.

B. CEBI Activities by Unit

1. Business Creation and Training Unit (BCTU)

Activities to date can be illustrated through objectives and action plans developed from research and a highly participative strategic planning session held in October 2000 with Motherwell participating.

a. Identification of Entrepreneurial Businesses in Motherwell

Numerous businesses in Motherwell were researched and visited, and it became evident that the most common businesses were small market retail types. In total, 40 manufacturers/service providers and 44

retailers were researched. Other examples of the various types of businesses in Motherwell include panel beaters, all types of construction, car repairs, carpentry, steel works, and sewing.

In terms of the research done, it became evident that the reason for the poor growth and performance in these businesses was primarily a lack of business skills by local entrepreneurs and, most notably, poor record keeping leading to a lack of cash flow within the businesses. The lack of knowledge and training contributes to the poor record keeping. The quality of many of the products that are manufactured also needs refining. Poor quality is a result of a lack of relevant technical skills and the no proper equipment.

Many of these businesses have indicated interest in training, in both business and technical skills.

b. Identification of Business Linkage Opportunities

Numerous corporate and formal small businesses have been introduced to CEBI and given a description of its services, which includes the opportunity for linking with Motherwell businesses. Another opportunity exists for CEBI to act as a facilitating agent for all the development programs that the companies implement targeting Motherwell. The companies concerned include Volkswagen SA, Remtec, Telkom, PPC, Venture/AIC, Dimension Data, Kentucky Fried Chicken, Goodyear and Delta. A second round of discussions addressed possible areas of cooperation.

Progress with local and provincial government structures has been slow due to dynamics occurring which are beyond CEBI management control. The municipalities of Port Elizabeth, Uitenhage and Despatch have combined to form Nelson Mandela Metropole. Elections for the new metropole were held in December. Currently, the structure of the Metropole is being established. The Western District Council has made a commitment in principle to provide contract opportunities to Motherwell entrepreneurs.

To date, the CEBI database has about ninety-two (92) entrepreneurs who have registered for linkage with market and contract opportunities.

One of the big local companies, Dimension Data has asked for a quotation for cleaning services of their offices.

c. Provision of Specialized Training For Existing Businesses

As stated above, 84 existing businesses were identified for training. This program entails the relevant theoretical knowledge and the application of the knowledge obtained.

The first group of 20 existing businesses are currently involved in the program. CEBI is in the process of establishing a business mentorship structure involving retired business executives and local entrepreneurs (peer support.) Such business mentors will provide a source of support to the existing businesses during and after the training.

d. Creation of New Individually owned Businesses

To date 25 aspiring entrepreneurs have come to CEBI for advice on their business ideas. A process has been developed where the people who want to start businesses are screened through counseling. That enables them to analyze their business idea. All 25 entrepreneurs are undergoing a "Start-Up Training" course. CEBI has engaged two other local service providers, namely Community Self-Employment Center and American Business Systems Training, to run this training program.

In addition, CEBI has formed a relationship with the National Hope Foundation for the Advancement of the Unemployed, a local membership-driven organization for the unemployed. Over twenty (20) members have registered for the start-up course.

e. Provision of General and Technical Skills to the Motherwell Community

Generic training in the following topics has been identified through a workshop and research conducted in Motherwell: bills, customer service, problem solving, decision-making, communication, how to run a meeting and conflict management. Three community and business groups have already approached CEBI to provide training on a combination of the above mentioned topics.

Discussions have been held with East Cape Training Center regarding the referral of CEBI clients to their technical skills training courses. A record of understanding in this regard has been struck between the two organizations. No one has been referred thus far because of the bureaucratic process that involves the government's Department of Labor. An alternative route is being sought through Iqhayiya and Bethelsdorp Technical Colleges. This component of the CEBI training program is mainly focusing on entrepreneurs in the business linkages database.

f. Placement of Motherwell Residents in Temporary or Permanent Employment

A system has been established which includes the procedures for the customers and the clients to follow. A database has been installed and has 97 skilled Motherwell residents. All are waiting for a Job Preparation Training Course to be held bimonthly beginning in February.

The biggest challenge is that most customers (employers) require people with formal qualifications, something that we are discussing with the aforementioned training institutions and trade associations. Most of the people need further technical training and will be referred to the relevant institutions.

Three job placements have already been made: one in childcare and two in lawn maintenance.

The customers are divided into two groups:

- Households: Bluewater Bay has been targeted as the first suburb to try this system, as it is the closest to Motherwell. Research has taken place in the community and they are willing to support the system and also assisting with the marketing of the program. Specific opportunities were also identified.
- Businesses: In addition to the corporate sector businesses, the following businesses are willing to support the CEBI job referral service: Code Lite, RNS Construction, Burgersprop Construction and GENLEC. The Master Building Association (MBA) has agreed to allow access to their members in terms of delivering a presentation to members.

This job referral system will be formally launched in March/April.

2. Financial Services Unit (FSU)

a. Access to Finance

Due to the need to develop an informed financial services policy, there have been no loans granted to date. Following the research done on the needs of the Motherwell business community there was a process that involved scanning the small business finance environment locally and establishing CEBI's competitive edge. Finance organizations researched were the Eastern Cape Development Corporation, Independent Business Finance Promotions, Business Partners and bankers with small business finance desks, namely: ABSA, Standard Bank, Nedbank and First National Bank.

To date CEBI has registered 215 'walk-ins' (individuals who come in off the street to inquire about CEBI activities) who specifically require access to finance.

The financial service policy is in the process of being finalized and lending will take place afterwards.

b. Facilitation of Linkages With Other Financial Institutions

Discussions were held with all relevant parties in the micro finance retail and wholesale services. Organizations visited include Khula Finance Enterprise, Business Finance, Enterprise Management & Innovation, and Micro-Finance Regulatory Council. Consultations with Enterprise Management & Innovation were taken a step further where cooperation on either a joint venture basis or some other linkages were considered. This would enable CEBI to adopt and adapt the VITA-MSP model for the individual lending scheme. This is a short-term working capital finance based model. It has a turnaround repayment track record of 97%. Discussions and visitations took place and the matter still has to be finalized.

After consultations with banks on the type of relationship required, final discussions are being held with two banks – Standard and FNB, so as to make the final decision on which bank to use for the lending operations. A loan fund account will soon be opened with the identified bank. The lending operations are expected to start as soon as the credit policy has been finalized and a well-defined system for implementation is in place.

c. Establishment and Implementation of a Loan Fund

The loan fund has been structured so as to cater for three basic products. These are individual lending, group lending and the facilitation of financial services cooperative(s) linked to FinaSol. FinaSol is a finance facility that is geared towards mobilizing community banking through what is called a Financial Services Cooperative. It is a very valuable service to communities which otherwise do not have banking services. It also provides a platform for community empowerment. This approach works on a franchise basis. Discussions are still in progress with FinaSol on the appropriate means of linkages so as to make this facilitation possible for the Motherwell community. It is anticipated that the extension of FinaSol to CEBI will effect from June 2001.

Credit policies and procedural documentation and guidelines to enable the lending to start are being fine-tuned. CEBI will for the moment lend two products: group scheme and individual scheme.

d. Establishment of CEBI Membership Savings Club

Guidelines linked to the group lending methodology have been developed for the establishment of CEBI membership group savings club.

The group lending methodology will operate as follows:

- Members join the CEBI membership club as a prior condition to qualify for the group-lending scheme.
- CEBI opens a savings account in the name of CEBI in the manner of a society account. Members deposit into the account as part of the requirements for group lending. CEBI maintains an internal ledger of each individual group member detailing status. Members must attain a certain level of savings in order to qualify for a loan at each level. Members will cede these savings at every stage of loan disbursement. Members continue to contribute R25 every month as they make their repayment towards their savings accounts. This will enable them to have savings to qualify for the next level. Members will be entitled to interest on their balances calculated on a monthly balance. This interest will be greater than what an individual would get on a normal savings account. They would therefore get the benefit of an increased interest due to pooled resources.
- During a loan cycle and while repayment of loan is still in progress, the member may not withdraw from her/his savings account, notwithstanding the fact that the member may be making additional deposits into the account every month. The members within a group are jointly and severally liable for any amounts outstanding. They do this by signing a document ceding their rights to their savings to CEBI.
- At the end of every cycle or when the savings have not been ceded to CEBI, members may withdraw from their account. In order to withdraw, the member completes a designated CEBI document and a

- cheque will be issued to the client or direct transfer to the members account will be done by CEBI through the bank.
- On withdrawal or expulsion from the club/group, a member is entitled to their savings plus any interest credited to them as per CEBI Savings Ledger, providing that no default of his/her own or of the group would require capture of ceded deposits.

The implementation of this FSU component will start in February.

3. Administration and Planning Unit (APU)

The CEBI Program has contracted the following professionals:

1. Pumlani Tyali (CHF) – Executive Director (mid September 2000)
2. Chantel Cooper (NCBA/CLUSA) – Training Manager (mid October 2000)
3. Brian Bukula (NCBA/CLUSA) – Marketing and Linkages Manager (mid November 2000)
4. John Alufayi (ACDI/VOCA) – Financial Services Manager (mid October 2000)
5. Jasper Skosana (CHF) – CBEC Manager (January 2001)
6. Michelle Binns (CHF) – Administration Assistant (Port Elizabeth office) (November 2000)
7. Lungwe Dingela (NCBA/CLUSA) – Administrative Assistant (BCTU) (January 2001)
8. Wendy Thandani (ACDI/VOCA) – Administrative Assistant (FSU) (December 2001)
9. Zanele Xiphula (CHF) – Secretary (January 2001)

With the above staff, the CEBI office is fully operational. Further field staff will be engaged for the BCTU and FSU in February 2001.

The CEBI office is situated in the only formal shopping complex in Motherwell, which is along one of the spine roads cutting through this township. The complex catches a lot of people coming for shopping and banking services (two auto teller machines.)

The acquisition of program vehicles has been delayed because of an outstanding waiver application that has been submitted to USAID. CHF and ACDI/VOCA are seeking a waiver to save on vehicle purchase costs.

The marketing strategy is in place and the marketing material is currently being developed. CEBI's marketing strategy is founded on four pillars:

- To raise consciousness on the concept of entrepreneurship in the Motherwell community;
- To provide reliable and updated information on entrepreneurship activity in Motherwell for private and government sectors;
- To inform the public in general about CEBI activities; and,
- To inform the Motherwell community on employment and business opportunities.

C. Program Highlights

The CEBI strategic planning session, held on Oct 23rd at the Sports Center in Motherwell, was attended by critical stakeholders over and above local business people, namely the chairperson of the Motherwell Development Forum, executives from the Economic Development Department of the Nelson Mandela Metropole and the Chairperson of one of the local chambers of business. The purpose of the strategic planning session was to establish project focus areas based on input from the business fraternity. The CEBI management staff followed up the meeting with a workshop of its own to complete the CEBI Strategic Plan (see attached plan.)

The CEBI program was officially launched on 22 November 2000. Stacy Rhodes, Director for USAID South Africa, and Dorvin Stockdale, project contact at USAID/SA, attended the ribbon cutting ceremony. Local

entrepreneurs, bankers, service providers, government officials, corporate representatives and the local press representatives attended the event.

In conclusion, this is going to be an activity-driven year for CEBI. This will happen in the context of a Motherwell community characterized by big opportunities to open viable businesses, high crime rate, high unemployment, low levels of income, and a lack of resources (infrastructure, finance and skills base.)

CEBI STRATEGIC PLAN 1999 -2003

1. INTRODUCTION

The CEBI 1999 –2003 strategic plan was developed taking into consideration the following factors:

- the program is targeted to operate in at most two township areas as a point of departure, for at least the first three year period.
- the need to involve local and other relevant stakeholders, most importantly local business structures was of critical importance for purposes of entrenching legitimacy of the program and in coming closer to the real needs of the local businesspeople.
- the program is to bandwagon on the CHF's housing program in terms of jurisdiction. None of the core management staff have a detailed background of political, economic and social dynamics of the Motherwell area, hence this strategic approach to introducing the CEBI program.

II. DEVELOPING THE STRATEGIC PLAN

The strategic planning process started with the Executive Director consulting with local (Motherwell) business stakeholders and local government structures with the view to introducing the program's overall objective and convincing them about the importance of their participation in the CEBI strategic planning process. This consultation also entailed the explanation of the broad intended interventions viz. business linkages, business skills training and financial services to such audience.

Whilst it would have been ideal to meet each business grouping/structure membership there was very limited time to do so. It was then agreed that each structure would discuss pertinent issues affecting their members' businesses and send, at most, two representatives to contribute to the strategic planning session having been armed with such information.

The current CEBI management team agreed on a strategic planning process that would engage the other stakeholders only during the first day. The following two days were spent on analyzing information from the first day and crafting a strategy to implement the program. Nineteen participants represented ten business structures at the strategic planning workshop.

The positions taken in drafting this CEBI implementation strategy were as follows:

- the same six strategies will apply throughout the 3 years of CEBI.
- the objectives will be reviewed annually based on previous period's performance and against the outputs and results identified for the CEBI program.
- the objectives spelt out in this document are for year 2001.

III. COMMENTS ON THE TOPICS COVERED

a. Vision

The team crafted the vision taking into consideration that the program is meant to be replicated to other areas in future and is founded on the fact that it has to be driven by enterprise/entrepreneurship within a community development context. The holistic nature of the intervention is captured as well. The indicators for measurement: standard of living, access to employment and business opportunities, are mentioned specifically.

b. Situation Analysis

The picture created by the participants revealed some of the dynamics that the CEBI program may have taken for granted, which have direct relevance to its implementation.

c. SWOT Analysis

The SWOT Analysis presented lots of challenges for the CEBI program to use as basis to build upon opportunities that are presented by its negative and positive aspects.

d. **Needs Analysis**

It is worth noting that these were needs as expressed by the group participating in the workshop and they are informed by the extent to which they judge themselves in terms of their skills deficiency and potential. There is more to uncover as soon as the program gets implemented. Also this is influenced by limited level of exposure of this community to other business development opportunities/activities and education level.

e. **Strategies, Objective and Action Plans**

These may warrant minor changed in the 2001 work plan, which has been largely affected by the delayed engagement of staff.

It is the feeling of the CEBI management team that the **EXIT STRATEGY** can only be developed at end year 2 of implementing the program as this is to be informed by lessons from experience.

Section A: Vision

CEBI is a center of excellence dedicated to providing a customer responsive menu of consistently high quality financial services, business training and linkages. Together with the community, we shall promote economic growth and development so as to increase the standards of living and access to employment and business opportunities.

OUTPUTS BY YEAR 2003

- **1000 new accounts opened by township residents in formal financial institutions**
- **200 township SMEs accessing business loans for the first time**
- **1000 community members provided with skills training**
- **200 SME businesses expanded**
- **20 new cooperative type / employee- owned businesses established**
- **100 new individually owned businesses established**
- **10 public sector contracts**
- **300 township residents placed in jobs through referral center**
- **5 business trade linkages connecting community and non community business partners set up**
- **100 marketing and service contracts from big business serviced by community businesses**

Section B: Situational Analysis

Political Factors

Motherwell	1. Political intolerance 2. Ineffective local councilors 3. Empty promises made to community
Metropole	4. Ineffective local councilors
Provincial	5. Political favoritism

Economic Factors

Motherwell	1. High unemployment 2. Low levels of income 3. Lack of resources: money, land and skills 4. No business linkages 5. Minimal support for businesses in communities
Metropole/Provincial	6. Coega potential to stimulate economic activity 7. Good trade relations with USA and Sweden 8. New investments by Boardwalk Casino, SAB and Ford 9. New labor laws 11. Weak SA currency

Social Factors

Motherwell	1. Different cultures- linking different business cultures i.e. corporate and informal business. 2. Community has many strong competing religious affiliations 3. High superstition practices 4. Generally the youth have at least metric education and adults standard 5 5. High birth rate 6. High crime rate 7. Status conscious and sensitive community / jealousy towards those successful achievers 8. High poverty levels 9. Corruption rife at political leadership levels
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Environmental Factors

Motherwell	<ol style="list-style-type: none"> 1. Pollution by carbon and tannery factory 2. Poor infrastructure- land/water/electricity/sanitation in certain parts of Motherwell
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Section B: SWOT Analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Diversity of skills and experience in SMME development 2. Funds committed for 3 years 3. Team approach by CEBI staff 4. Technical support from partner donors 5. Experience in dealing with corporate and other NGOs 6. Starting from a position of credibility viz. CHF housing program in Motherwell 7. Holistic nature of CEBI concept 8. Strong commitment to vision by CEBI staff 9. Accessible to target clients and members 	<ol style="list-style-type: none"> 1. Bureaucratic culture within the funding partnership 2. Weak linkages with Motherwell community leadership and business fraternity- PE & Motherwell
Opportunities	Threats
<ol style="list-style-type: none"> 1. Pressure for companies outsource to SMEs 2. Government procurement policy 3. Tourism development- promote culture 4. Housing development 5. High crime rate 6. Lack of effective and diversified retail 7. Lack of recreation facilities 8. Lack of amenity and utility services 9. New investment opportunities- Coega, Casino, Ford and SAB 10. Big pool of unemployed, semi-skilled labor force 11. High birth rate 12. Need for feeding schemes 13. Commercial banks pursued to cater for township market needs 14. High potential to encourage cultural traditions 15. Large scope for strategic alliances to develop Motherwell Townships. 	<ol style="list-style-type: none"> 1. Lack of security by business people 2. Lack of technical / business skills y the general public 3. Motherwell perceived as high risk area 4. Unfair competition to local business by traders/business from outside 5. High crime/violence 6. Very low disposable income 7. Slow payment from government contracts 8. Expensive rental charged for business premises 9. Poor infrastructure: sanitation/water/electricity in other parts of Motherwell 10. Disorganized local business community 11. Community politics counterproductive to development 12. Pressure to deliver high development objectives within 3 years, given the social, economic and political background of Motherwell

Section C: Training Needs Analysis

1. Technical Skills

1. Flower arrangements
2. Interior decorating
3. Sewing
4. Salon
5. Catering
6. Agricultural skills
7. Plumbing
8. Welding
9. Handcrafts
10. Computer skills
11. Farm-worker skills
12. Crèche Skills
13. Plant care- nursery

2. Organizational Development

1. How to write a proposal
2. Working as a group
3. Role of Executive and Board of Directors

3. Business Skills

How to start a business

How to manage a successful business

- **Business Planning**
- Stock control
- Customer Care
- Selling Skills
- Marketing skills
- Registration of a business/ statutory requirements
- Systems and procedures
- Farm management
- People/staff management

4. Financial Skills

1. Financial management and control
2. Bookkeeping and record keeping
3. Budgeting
4. Financial systems

Mozambique Volunteer Assignment Summary, July – December, 2000

Volunteer Name & Assignment Nr.	Host Organization	Assignment Dates	Project Summary & Subject Area	Observations and Follow Up
Ms. Denize Ferreira 081011 (B)	KSM, Vila de Manica Tel: (258 51) 62217 ksmfos@teledata.mz Contact: Ms. Patrica Kafure	8/26/00 – 9/13/00	<i>Rural Microfinance</i> Undertook a six-day training seminar with local community leaders responsible for implementing the KSM credit module. Focused on issues surrounding peer group lending, repayment structures and identification of successful borrowers. Produced a micro finance manual in Portuguese, which was field tested in two communities over a three-day period.	This was the first assignment undertaken by a Brazilian volunteer at KSM. The training manual is used as the KSM model for microfinance implementation and has been distributed for use with local government institutions. The issue of access to credit for women has been addressed with the creation of rural community banks.
Mr. Earl Lynch & Mrs. Deanna Delong 081005	Instituto Agrário de Chimoio, Chimoio Tel: (258 51) 23293 iac.chimoio@teledata.mz Contact: Mr. João Ferrão	9/8/00 – 9/18/00	<i>Solar Fruit Drying</i> Constructed a fixed dehydration unit, and trained carpentry students at IAC in insulation and solar power usage. Produced a basic food drying manual and conducted a two-day market research study to assess palatability and production methods.	This was the first solar drying assignment for IAC, a regular CDP partner. The college has appointed a drying 'team' that will be responsible for the new solar drying center – used as both a teaching tool and a source of income generation.
Mr. Earl Lynch & Mrs. Deanna Delong 081006	Centro Comunitário de Macharote, Dondo Contact: FUMASO Beira	9/19/00 – 9/26/00	<i>Solar Fruit Drying</i> Constructed a fixed solar drying unit, produced a basic food drying manual and conducted a two-day market research study to assess palatability and production methods. Pre-treatment hygiene and production standards were particularly highlighted since resources at the host organization are limited.	Dondo had received volunteer assistance in November 1999 in basic drying techniques and will use the commercial dryer as a primary income source.

Mr. Martin Hardison 081009	Food for the Hungry Intl. CP 2006, Beira Tel: (258 3) 352152 hosullivan@fhi.net Contact: David Chicodzore	9/3/00 – 9/18/00	<i>Apiculture</i> Delivered a series of training workshops to bee-keepers from five districts. Areas covered included raising new colonies and queens, improvement of product quality, efficient harvesting and hygiene, manufacture of protective gear and hive construction. To already established keepers, attention was given to bee health and biology.	This was the third assignment in the apiculture component of the FHI program. Whilst issues of product quality still remain, beekeepers are increasing the number of hives and colonies and have become more efficient product managers. More cost-effective methods of hive construction have been highlighted which will increase the number of new keepers and strengthen the apiculture association.
Mr. Terrill Christensen 081007	Centro Comunitário de Macharote c/o ACDI/VOCA Mozambique Contact: Alice Sebastião	11/6/00 – 11/19/00	<i>Production & Marketing</i> Worked with the female members of the center to increase dried fruit production and enhance product quality. Delivered a series of practical workshops focusing on hygiene, calculation of cost and profit, product appearance and promotion and packaging.	Changes to the management structure have dictated ACDI/VOCA practical involvement in the assignment follow up. Center management has raised issues of ownership and profit share. ACDI/VOCA has given a series of workshops on basic accounting and dividend sharing to increase transparency and give the members a greater investment in the project.
Mr. Willis Brown 081008	Instituto Agrário de Chimoio, Chimoio Tel: (258 51) 23293 iac.chimoio@teledata.mz Contact: Mr. João Ferrão	12/4/00 – 12/16/00	<i>Marketing & Commercialization</i> Delivered a teaching seminar to staff and students covering the basic principles of marketing. Undertook field trips to local stores and urban markets to demonstrate applied marketing. Spent two days with the solar drying unit to advise on appropriate marketing tools and product promotion.	A large number of students, staff and local NGO representatives attended the seminar, which became a more basic introduction to marketing than previously planned. Field trips were embraced as a new teaching tool and in 2001, IAC students will take internships at local stores to study practical marketing.

Table I
COMPLETED PROJECTS FOR JULY 1, 2000 TO DECEMBER 31, 2000

Project Number	Country	Project Name	End Date	Volunteer		Project Type
82005	BRA	Tropical Fruit Production	10/15/2000	Errol	Rhoden	2A
82007	BRA	Cooperative Organic Agriculture Training	10/30/2000	Brown	D. Andrew	2A
82008	BRA	Business Plan Training	9/23/2000	Vanicek	LeRoy	2B
82009	BRA	Cooperative Rice Production Training	10/20/2000	Larry	Grell	2A
82010	BRA	Dairy Product Development & Marketing Plan	11/2/2000	Bruno	Keller	2B
82013	BRA	Cooperative Business Plan	9/16/2000	Richard J	McConnen	2B
82015	BRA	Cooperative Business Plan	10/30/2000	Peter	McNeill	2B
82016	BRA	Cooperative Business Plan	10/30/2000	Peter	McNeill	2B
82017	BRA	Quality Control & Fruit Processing	11/18/2000	Dean W.	Wheeler	2B
82020	BRA	Manioc Processing & New Product Development	11/18/2000	Marney	Cereda	2B
82021	BRA	Cooperative Marketing Plan	10/22/2000	Robert	Albrecht	2B
82022	BRA	Marketing Plan Design	10/15/2000	Carolyn	Kaiser	2B
82023	BRA	Cooperative Business Plan	10/22/2000	Robert	Albrecht	2B
82024	BRA	Cattle Nutrition Training	10/21/2000	David	Bailey	2A
82026	BRA	Cooperative Business Plan	11/1/2000	Peter	McNeill	2B
82027	BRA	Marketing Plan for Meat Production	10/4/2000	Carolyn	Kaiser	2B
82029	BRA	Strategic Planning to Diversify Loan Portfolio	11/11/2000	Jeffery	Kuntz	4B
82030	BRA	Cooperative Needs Assessment/Strategic Plan	11/22/2000	William	Taylor	2B
82034	BRA	Coop Dev/Business Plan for Handicrafts	11/19/2000	James	Thibeault	5
81005	MOZ	Construction of Fixed Position Solar Drier	9/27/2000	Earl	Lynch	2B
81006	MOZ	Construction of Fixed Position Solar Drier (2)	9/27/2000	Deanna	DeLong	2B
81007	MOZ	Training in the Marketing of Dried Fruits - Don	11/20/2000	Terril	Christensen	2B
81008	MOZ	Training in Marketing of Dried Fruits - IAC	12/16/2000	Willis	Brown	2B
81009	MOZ	Training in Bee Mgt. and Honey Marketing	9/20/2000	Martin L.	Hardison	2A

TABLES II - IV

TABLE II

Number of Volunteers

COUNTRY	Volunteers
Antigua	
Belize	
Bolivia	
Brazil	15
Cambodia	
Costa Rica	
Dominica	
Dominican R.	
Ecuador	
Ethiopia	
Guatemala	
Haiti	
Honduras	
Indonesia	
Kazakstan	
Kyrgyzstan	
Malawi	
Mexico	
Mongolia	
Mozambique	5
Nepal	
Nevis	
Panama	
Peru	
Philippines	
Russia	
St. Lucia	
St. Vincent	
Salvador	
Swaziland	
Uganda	
Ukraine	
Zimbabwe	
TOTAL	20

TABLE III

Number of Assignments

COUNTRY	Assignments
Antigua	
Belize	
Bolivia	
Brazil	19
Cambodia	
Costa Rica	
Dominica	
Dominican R.	
Ecuador	
Ethiopia	
Guatemala	
Haiti	
Honduras	
Indonesia	
Kazakstan	
Kyrgyzstan	
Malawi	
Mexico	
Mongolia	
Mozambique	5
Nepal	
Nevis	
Panama	
Peru	
Philippines	
Russia	
St. Lucia	
St. Vincent	
Salvador	
Swaziland	
Uganda	
Ukraine	
Zimbabwe	
TOTAL	24

TABLE IV

Volunteer Gender Ratio

07/01/00 - 12/31/00

1	female	to	8	males
Ratio:	one	to	eight	

TABLE V:

ACDI/VOCA

Volunteers by state or country

State	# of Volunteers	State or Country	# of Volunteers
Alabama	1	Nebraska	1
Alaska		Nevada	
Arkansas		New Mexico	
Arizona		North Carolina	1
California	1	Oregon	1
Colorado	1	Ohio	2
Florida	3	South Dakota	
Georgia	1	Pennsylvania	1
Indiana		Tennessee	
Iowa	1	Texas	1
Idaho	1	Utah	
Kentucky	3	Vermont	
Louisiana		Virginia	
Maryland		Washington	
Massachusetts		Wisconsin	3
Michigan		West Virginia	1
Minnesota		Brazil	1
Mississippi		U.S. Virgin Is.	
Missouri		U.S. expatriate	
Montana	1	TOTALS	24

* Any discrepancy between the total number of volunteers by state and the total number of volunteers completing projects is explained by the fact a single volunteer is counted once against the state tally, but the same volunteer may be counted more than once.

TABLE VI**CDP Project Categories**

PROJECT CATEGORY		
1	Farmers	
2A	Farm Association & Organizational Development	5
2B	Farm Association & Business Operations	17
2C	Farm Association & Environmental Improvement	
3A	Agribusiness Enterprises & Organizational Development	
3B	Agribusiness & Business Operations	
3C	Agribusiness Enterprises & Environmental Improvement	
4	Agri-Credit & Financial Institutions	1
5	Government	
6	Educational Institutions	
7	Youth Groups	
8A	Environment & Sustainable Resource Management	
8B	Environmental Education	
8C	Environmental Policy and Law	
8D	Environment & Human Resource Development/Capacity-Building	
9	Misc.	1
TOTAL		24

Table VII
TOTAL COMPLETED PROJECTS

	Project Number	Country	Project Name	End Date	Volunteer		Project Type
1	81001	MOZ	Institutional Capacity Building with IAC	2/3/2000	Clair	Hein	6
2	81002	MOZ	Ag Association Dvt Training	1/28/2000	John R.	Moulton	2A
3	81003	MOZ	Study of Management Potential	2/3/2000	Verlee	Hein	6
4	81004	MOZ	Land Use Planning & Resource Mgt	5/13/2000	Jordan	Holtam	8A
5	81005	MOZ	Construction of Fixed Position Solar Drier	9/27/2000	Earl	Lynch	2B
6	81006	MOZ	Construction of Fixed Position Solar Drier (2)	9/27/2000	Deanna	DeLong	2B
7	81007	MOZ	Training in the Marketing of Dried Fruits - Don	11/20/2000	Terril	Christensen	2B
8	81008	MOZ	Training in Marketing of Dried Fruits - IAC	12/16/2000	Willis	Brown	2B
9	81009	MOZ	Training in Bee Mgt. and Honey Marketing	9/20/2000	Martin L.	Hardison	2A
10	82001	BRA	COAPEX Brazil Nut Marketing	2/17/2000	Peter	McDonald	2B
11	82004	BRA	Project Design- Co-op Food Process	3/25/2000	Hugh	Moore	5
12	82005	BRA	Tropical Fruit Production	10/15/2000	Errol	Rhoden	2A
13	82006	BRA	Fruit Processing & Quality Control	6/27/2000	Maclay	Burt	2B
14	82007	BRA	Cooperative Organic Agriculture Training	10/30/2000	Brown	D. Andrew	2A
15	82008	BRA	Business Plan Training	9/23/2000	Vanicek	LeRoy	2B
16	82009	BRA	Cooperative Rice Production Training	10/20/2000	Larry	Grell	2A
17	82010	BRA	Dairy Product Development & Marketing Plan	11/2/2000	Bruno	Keller	2B
18	82013	BRA	Cooperative Business Plan	9/16/2000	Richard J	McConnen	2B
19	82015	BRA	Cooperative Business Plan	10/30/2000	Peter	McNeill	2B
20	82016	BRA	Cooperative Business Plan	10/30/2000	Peter	McNeill	2B
21	82017	BRA	Quality Control & Fruit Processing	11/18/2000	Dean W.	Wheeler	2B
22	82020	BRA	Manioc Processing & New Product Development	11/18/2000	Marney	Cereda	2B
23	82021	BRA	Cooperative Marketing Plan	10/22/2000	Robert	Albrecht	2B
24	82022	BRA	Marketing Plan Design	10/15/2000	Carolyn	Kaiser	2B
25	82023	BRA	Cooperative Business Plan	10/22/2000	Robert	Albrecht	2B
26	82024	BRA	Cattle Nutrition Training	10/21/2000	David	Bailey	2A
27	82026	BRA	Cooperative Business Plan	11/1/2000	Peter	McNeill	2B
28	82027	BRA	Marketing Plan for Meat Production	10/4/2000	Carolyn	Kaiser	2B
29	82029	BRA	Strategic Planning to Diversify Loan Portfolio	11/11/2000	Jeffery	Kuntz	4B
30	82030	BRA	Cooperative Needs Assessment/Strategic Plan	11/22/2000	William	Taylor	2B
31	82034	BRA	Coop Dev/Business Plan for Handicrafts	11/19/2000	James	Thibeault	5
32	83001	PER	Risk Analysis and Portfolio Management - Part II	1/15/2000	Charles T.	Meeks	4
33	CD100001	MOZ	MOZ Marketing Survey	12/8/1997	Garth	Thorburn	2A
34	CD100002	MOZ	MOZ Study of Marketing Chain	4/6/1998	Marion T.	Silverthorne	2B
35	CD100003	MOZ	MOZ Development of Farmers' Assoc of Ma	7/7/1998	Harlan A.	Bentzinger	2A
36	CD100004	MOZ	MOZ Development of Gorongosa Beekeepers	9/5/1998	Timothy K.	Haarmann	2B
37	CD100005	MOZ	MOZ Training in Commercialization	8/14/1998	Nadine D.	Bauthamy	2B
38	CD100006	MOZ	MOZ Dvlpmnt of Mecubiri Oil Press Assn	7/22/1998	Charles V.	Moore	2A
39	CD100007	MOZ	MOZ Training in Ass'n Development (FHI)	9/13/1998	Richard C.	Maxon	2A
40	CD100008	MOZ	MOZ Dried Fruit Production & Mkting	10/30/1998	Margaret	Palen	2B
41	CD100009	MOZ	MOZ Horticultural Processing Mkting	4/11/1999	Terrill	Christensen	2B
42	CD100010	MOZ	Moz-Formation & Dvmnt of Comm Land Use	5/14/1999	Jordan	Holtam	2C
43	CD100011	MOZ	Moz-GTZ PROMUR, Women's Credit & Savings	6/5/1999	Tina	Jones	4B
44	CD100012	MOZ	UPCS: Ag Association Training	7/31/1999	Charles	Groth	2A
45	CD100013	MOZ	Apiculture Development-FHI	8/21/1999	Martin L.	Hardison	2B
46	CD100014	MOZ	Gender and Development Training	11/27/1999	Suzanne	Fisher	6
47	CD100015	MOZ	Solar Dryer Construction, Fruit Dry/Mark	11/17/1999	Terrill	Christensen	3B
48	CD200001	UKR	UKR Zachidni (Western) Co-op Feed Mill	10/1/1999	Joe G.	Neal	2B

Table VII
TOTAL COMPLETED PROJECTS

49	CD300003	BRA	BRA OCB Dev. Conf.- NTFP	12/13/1997	Jerry	Namken	8A
50	CD300005	BRA	BRA Sus. Ag. Plan/Envir. Enterprises	7/2/1997	Lester	Bradford	8A
51	CD300006	BRA	BRA COMAJA Brazil Nut Commercialization	7/15/1997	Robert	Nottelmann	3B
52	CD300007	BRA	BRA Irapuru Brazil Nut Marketing	7/15/1997	Robert	Nottelmann	3B
53	CD300008	BRA	BRA CAMES Palm Heart Packaging & Marketi	12/7/1997	Herman	Obregon	2B
54	CD300010	BRA	BRA Product Development for EcoLeather	12/6/1997	Ellen R.	Sheeley	2A
55	CD300011	BRA	BRA Marketing EcoLeather	12/6/1997	Ellen R.	Sheeley	2A
56	CD300012	BRA	BRA COOPERAVES Fruit Packaging & Pres	11/11/1997	Fred	Voit	2B
57	CD300013	BRA	BRA COAGRIL Co-op Management Training	11/2/1997	David	Schrieber	2A
58	CD300014	BRA	BRA COPAMEL Rice Processing	9/12/1997	James	Wimberly	2B
59	CD300015	BRA	BRA COPABA Software Application & Train	11/29/1997	Bruce	Dolph	2B
60	CD300016	BRA	BRA COPABA Tropical Fruit Processing	10/24/1997	Fred	Voit	2B
61	CD300017	BRA	BRA COOPERNORTE Dairy Product Dev.	9/29/1997	Robert	Christie	2B
62	CD300018	BRA	BRA COOPERNORTE Fish Feed for Aquacultur	11/30/1997	Robert	Albrecht	2B
63	CD300019	BRA	BRA COOPERLVA Tropical Fruit Production	11/3/1997	Christopher	Ramcharan	2B
64	CD300021	BRA	BRA CAMAL Cooperative Management	11/14/1997	John	Reilly	2A
65	CD300024	BRA	BRA OCEPA Cooperative Mgt Training	11/2/1997	John	Reilly	2A
66	CD300025	BRA	BRA OCEPA Grain Storage/Post Harvest	11/29/1997	Rick	Fruth	2B
67	CD300026	BRA	BRA OCR Cooperative Mgt Training	11/22/1997	John	Reilly	2B
68	CD300027	BRA	BRA COAPEX Reforestation Training	11/23/1997	Lester	Bradford	8A
69	CD300028	KYR	KYR Agricultural Credit/Banking	3/7/1998	Robert	Coots	4
70	CD300029	BRA	BRA Marketing Amazon Fruits	12/15/1997	Thomas	Dixon	2B
71	CD300031	BRA	BRA Farmers Market Feasibility Study	11/11/1998	Vance	Corum	5
72	CD300032	BRA	BRA COOPERNORTE Dairy Product Diversific	7/15/1999	Bruno	Keller	2B
73	CD300036	BRA	BRA COOPERLVA Tropical Fruit Prod. II	5/22/1999	Christopher	Ramcharan	2B
74	CD300037	KYR	KYR Cooperative Devt. Project/Ag Credit	10/16/1998	Robert	Coots	4
75	CD300039	BRA	BRA SIC Fruit/Veg Processing Co-op	4/16/1999	Fred	Voit	5
76	CD300040	BRA	BRA SAG Fruit Export Strategy Plan	5/2/1999	James	Sousane	5
77	CD300041	BRA	BRA SIC Handicraft Co-op Feasibility	3/9/1999	James	Thibeault	5
78	CD300042	BRA	BRA SAG Co-op Fish Processing Study	3/20/1999	Kenneth	Neils	5
79	CD300043	BRA	BRA BNB/COCENTRAL Co-op Management Eval	11/24/1998	L. G. "Vern"	Nelson	2B
80	CD300044	BRA	BRA BNB/DELTA Cooperative Mgt Eval	11/24/1998	Gerald E.	Kelley	2B
81	CD300045	BRA	BRA BNB/CACHOEIRA Co-op Mgt Eval	11/24/1998	Larry	Grell	2B
82	CD300046	BRA	BRA BNB/Pindorama Co-op Mgt Evaluation	11/24/1998	Charles	Steen	2B
83	CD300047	BRA	BRA COGRISA Co-op Mgt & Business Plan	11/24/1998	Edward	Purtz	2B
84	CD300048	PER	Risk Analysis & Portfolio Management	3/12/1999	Charles T.	Meeks	4B
85	CD300049	BRA	BRA ASCOPE Cooperative Mgt Evaluation	5/17/1999	James	Oliver	2B
86	CD300052	BRA	BRA COMAJA Co-op Aquaculture Feasibility	8/28/1999	David	Swann	2B
87	CD300053	BRA	BRA COMPRUC Co-op Mgt Evaluation	4/28/1999	Brett	Nelson	2A
88	CD300054	BRA	BRA BATAVO Co-op Management Training	7/24/1999	Larry	Grell	2A
89	CD300055	BRA	BRA COPABA Quality Control & Fruit Proc	6/28/1999	Hany	Khalil	3C
90	CD300057	BRA	BRA COOPERVI Co-op Mgt Evaluation	4/28/1999	Brett	Nelson	2B
91	CD300058	BRA	BRA OCEA Co-op Aquaculture Feasibility	8/28/1999	David	Swann	2B
92	CD300060	BRA	BRA OCEA Cooperative Organic Agriculture	6/6/1999	Philip	Wheeler	2A
93	CD300062	BRA	BRA APRVSJB Tropical Fruit Marketing	7/9/1999	Hany	Khalil	2B
94	CD300064	BRA	BRA COOPERAQUI Aquaculture Feasibility	7/15/1999	Michael	Frnsko	2B
95	CD300065	BRA	BRA COSEGE Foam Cushion Feasibility	8/17/1999	Charles	Lindberg	9
96	CD300066	BRA	BRA SAG Fish Market Study	10/31/1999	Roger	Palm	5
97	CD300069	PER	PER CAJA Rural Risk Anal. & Portfol Mngt	12/4/1999	Charles T.	Meeks	4B

Table VIII

CDP Pipeline by Main Budget Elements:Startup to 12/31/2000				
Budget Items	Original budget	Obligated to 9/26/00	Expended to 12/31/00	Pipeline at 01/01/01
Overseas Co-op Development	\$2,446,564	\$2,454,650	\$2,294,797	\$159,853
HQ Strengthening	\$174,752	\$177,132	\$180,093	(\$2,961)
Proposal Development	\$405,321	\$130,000	\$133,160	(\$3,160)
Subgrant/SS	\$722,969	\$314,000	\$298,848	\$15,152
	\$3,749,606	\$3,075,782	\$2,906,898	\$168,884